

DD/S 57-254
AUG 15 1991

MEMORANDUM FOR: Acting Director of Central Intelligence

SUBJECT: Inspector General's Inquiry into TNY Foreign
Travel by Headquarters Personnel

I have reviewed the Inspector General's report regarding foreign TNY travel of Headquarters personnel, and I submit the following comments and observations relative to the recommendations included therein:

a. Paragraph VII.C.1.a. recommends that: "DCI vest in DD/P authority and responsibility for the regulation and control of all such travel by headquarters personnel of DD/I and DD/S."

Comment - I agree that the Deputy Director (Plans) should concur in any proposed TNY travel of DD/I and DD/S personnel in order to ensure that such travel would not have an adverse effect on a field station or operation. However, for the Deputy Director (Plans) to authorize all field travel would place the burden on him to judge the validity of requirement for all travel proposed. Accordingly, I recommend that all proposed foreign travel be reviewed by the operating official concerned prior to submission to the Deputy Director (Plans), or his single designee, for concurrence. When concurred in by the Deputy Director (Plans), approval for such travel will be granted by the Deputy Director concerned, or his single designee. I believe this will accomplish the desired control and place the responsibilities where they can be properly exercised.

b. Paragraph VII.C.1.b. recommends that: "DCI require that, effective immediately, DD/I and DD/S inform DD/P at least six months in advance of all plans for inspection, survey, area familiarization and other non-emergency travel by their respective headquarters personnel."

Comment - I concur in principle with this recommendation. Rather than six months advance notification on each contemplated trip, I recommend that a semiannual schedule of such proposed travel be submitted by the Deputy Director (Intelligence) and the Deputy Director (Support) to the Deputy Director (Plans) on 1 June and 1 December of each year for the six months periods, beginning 1 July and 1 January respectively. In order for the Area Division Chief primarily concerned to schedule the total

travel to his area it will of course be necessary for the DD/P components, the Deputy Director (Coordination) and the Office of the Director to submit similar schedules.

c. Paragraphs VII.C.2.a. and b. recommend that: "DCI require that expenditures for this category of travel during FY-1959 be reduced by 15% below expenditures for this purpose during FY-1956, this reduction to apply to each of the three major components -- DD/P, DD/I and DD/S."; and further that: "DCI require that the number of TDY foreign trips by headquarters personnel during FY-1959 also be reduced by 15% below the number of such trips during FY-1956, this reduction to apply to each of the three major components -- DD/P, DD/I and DD/S."

Comment - First of all there is no substitute for face to face on the spot discussion of field problems in the field. Further, the more first hand knowledge headquarters personnel have of field problems and conditions, the better support the field will have from headquarters, and as this process continues, the Agency will become more homogeneous which in my opinion is desirable. I am, therefore, not in favor of any arbitrary reduction in travel. I heartily endorse tighter controls, and I believe we might effect economies through a greater percentage of "off-season" travel, shorter TDY at points visited, fewer round-the-world trips, greater use of less than first class transportation, etc. We can control survey, inspection, and area familiarization trips, but we can't control the number of escort trips the Office of Security may have to make or the number of Communications people we may have to send out on TDY to meet an emergency such as the recent crisis in the Middle East. I, therefore, recommend that the Office of the Director, as well as each Deputy, appoint a single designee to monitor all foreign travel but that we not direct an arbitrary reduction. Whatever steps are taken should be taken now (FY-1958) in lieu of FY-1959.

1. Paragraph VII.C.3.a. recommends that: "DCI require that effective immediately all such travel be undertaken whenever possible, during off-travel seasons -- that is, during periods when the smallest numbers of tourists are traveling in the areas which headquarters personnel plan to visit, and when airline fares and other costs are lowest."

Comment - I concur.

e. Paragraph VII.C.4.a. recommends that: "DCI require that, effective immediately, the field be relieved of responsibility for making hotel reservations and providing local transportation for TDY

headquarters travelers, and that the Central Processing Branch, Office of Personnel, be required to make hotel reservations and the travelers themselves be required to arrange for their own local transportation, except insofar as cover, security, time and/or other vital considerations make this desirable."

Comment - I am frankly not convinced that the Agency will make a net gain by insisting that headquarters personnel make hotel reservations, travelers arrange for their own local transportation, etc. It seems clear to me that our men in a foreign city can much more efficiently and intelligently make a proper hotel reservation than we can from Washington. And there are many places in the world where even some of our seasoned travelers are bound to flounder and waste time if they are left to their own devices, whereas someone on the spot can, in a few minutes, answer their questions which may otherwise go unanswered for days. There are also security problems in putting travelers strictly on their own. In fact I am not convinced that "cover, security, time, and/or other vital considerations" won't make it generally desirable for the stations to assist the traveler in these matters. In those cases where the number of travelers is a burden on the station which cannot be carried without interfering with the station's primary mission, I recommend that the responsibility for arranging for accommodations, etc., be that of the traveler. The Central Processing Branch would, of course, render every possible assistance.

f. Paragraph VII.C.4.b. recommends that: "DCI require that, effective immediately, TBI headquarters travelers make personal calls on Chiefs of field stations and bases only when official business makes this necessary or desirable."

Comment - It seems to me that a chief of station would want to know and headquarters would want him to know what Agency personnel were in his area, for how long, for what purpose, where they were staying, how they could be reached, etc. I also believe it should be the traveler's responsibility to supply this information. In general and when security permits, I think a courtesy call is in order. This does not mean that either the station chief or other busy senior officer must personally see more than a small number of such callers.

g. Paragraph VII.C.4.c. recommends that: "DCI require that such travelers, in general, limit their visits to field installations to the essential minimum as set forth in R [REDACTED]"

STATINTL

Comment - I concur.

h. Paragraph VII.C.4.d. recommends that: "DCI invite the attention of all field personnel to Notice No. [REDACTED] 'Entertainment of Agency Officials Traveling on Temporary Duty'." STATINTL

Observation - I concur. There is attached (TAB A) a copy of a dispatch I sent to all stations in the Far East prior to my visit last fall. Frankly, I don't think it had any effect and in talking to many of our people about this problem, I concluded that they do entertain some headquarters visitors because they think they have to, but on the other hand a great deal of it is done because they really want to see people from home, to renew acquaintances, catch up on the latest news, rumors and the like.

i. Paragraph VII.C.4.e. recommends that: "DCI instruct DD/P to have this notice brought to the attention of all headquarters personnel engaging in TDY foreign travel, such action to be taken by the appropriate operating division or divisions as part of the briefing of travelers."

Comment - I concur in the intent of this recommendation, but feel that this responsibility should be placed with the traveler's office of assignment, rather than with the operating officials of the Deputy Director (Plans).

L. K. WHITE
Deputy Director
(Support)

Attachment:

Copy of dispatch
(TAB A)

DD/S:LEW:SA-DD/S:WEB:ecb (15 Aug 57)

Distribution:

Orig & 1 - Addressee

1 - DDCI

1 - ER

1 - IG

1 - SSA-DD/S

1 - DD/S Chrono

1 - DD/S Subject

1 - DD/S Reading

